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ABSTRACT

This report describes the activities of the Council of Independent Colleges (CIC) over the past year. In January the CIC endorsed a plan for systematic strategic planning and discussions with member presidents and chief academic officers to consider the future of higher educational By January 2002, a document outlining key future strategies for CIC was to be presented to the membership. In addition to the strategic planning initiative, CIC launched several distinctive programs, set new records for membership and program participation, and had a strong year in fundraising. The CIC also underwent significant staff changes. The remarkable success of the roundtable sessions that were the basis for the strategic planning initiative have shown the importance of the CIC as a network for independent colleges and universities. The report also contains financial information, including data about grants and grant recipients, and lists of member institutions. (SLD)

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Annual Report 2000-2001

Strategic Choices for the Future

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The Council of Independent Colleges is an association of independent colleges and universities working together to:

- *support college leadership,*
- *advance institutional excellence, and*
- *enhance private higher education's contributions to society.*

To fulfill its mission, CIC provides ideas, resources, and services that assist institutions in improving leadership expertise, educational programs, administrative and financial performance, and institutional visibility.

Strategic Choices for the Future

CIC Annual Report 2000-2001

The Council of Independent Colleges has undergone a transformation this past year, not only with the enormous undertaking of a strategic planning initiative and the infusion of substantial funding from a number of foundations new to CIC, but also with changes among staff and the initiation of many new programs. These developments will help CIC make strategic choices for the future of the Council, as well as for independent higher education.

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Message from the Chair

The year 2000-2001 was indeed a watershed year for CIC. During my final year as chair of the CIC Board of Directors, I was privileged to work with CIC's new president, Richard Ekman, as we charted a new course for the Council.

Building on the momentum of CIC's leadership transition, the Board of Directors at its meeting in January 2001, endorsed a plan for a systematic strategic planning effort to discuss with member presidents and chief academic officers the future of independent higher education and CIC's role. A series of roundtable discussions held at member campuses across the nation explored the needs of and opportunities for private colleges and universities, assessed the effectiveness of existing CIC programs and other activities, and envisioned new initiatives. Though these meetings continued through the summer of 2001, by the end of academic year 2000-2001 it was clear from the enthusiastic participation at these meetings that our members, and even some nonmember presidents, relished the opportunity to discuss the future of independent higher education. At the conclusion of the roundtable discussions, a document outlining key future strategies for CIC will be drafted for presentation to the membership during the January 2002 Presidents Institute.

In addition to the strategic planning initiative, CIC launched several distinctive programs, set new records for membership and program participation, and had another very strong year in fundraising. The Council also underwent its most significant staff transition in 15 years, with a new president, director of communications, associate director of CAPHE, director of administrative operations, business manager, manager of membership services, and several other administrative positions.

In short, CIC has accomplished much over the past year, and I speak for the Board in praising the CIC staff, under Richard Ekman's outstanding leadership, for many achievements. We look forward to Rich's second year in office, as CIC begins to implement many of the ideas and recommendations for programs and services to come from the strategic planning process.

The remarkable success of the roundtable discussions and the broad discussions among hundreds of presidents and chief academic officers about the future of our colleges and universities shows that CIC remains a vital network for an ever-growing number of independent colleges and universities—an organization devoted to advancing independent higher education and its leadership.

Sincerely,

Margaret A. McKenna
President, Lesley University
Chair, CIC Board of Directors

Message from the President

My first year as president of the Council of Independent Colleges has been an exhilarating, exceptionally busy, and highly productive period. During 2000-2001, we launched several new programs, services, and cooperative activities, and embarked upon a strategic planning process that featured numerous on-campus opportunities to listen to presidents and other leaders discuss issues of importance to them.

It is a pleasure to present this report on the activities of CIC over the past year, and to highlight our record of accomplishments. I want to acknowledge and thank the many people—CIC members, directors, funders, and staff—who contributed to these successes and helped make this year productive and enjoyable. I especially want to thank President Emeritus Allen P. Splete for his outstanding leadership over the period from 1985 to 2000, during which he steered an ambitious and highly successful course for CIC. His legacy is a strong, vibrant organization that truly supports independent colleges and universities in important and meaningful ways. I intend to build on his legacy of success, and remain faithful to the mission of CIC to support college leadership, advance institutional excellence, and enhance private higher education's contributions to society.

To assist independent colleges and universities, CIC offers a range of conferences and other events, special programs and projects, communications, and other programs. In addition to the strategic planning initiative, highlights for the year, which are reported on more fully in the following pages, include:

- The launching of two new programs in the sciences, as well as several new cooperative activities with the Foundation for Independent Higher Education and the National Association of Independent Colleges and Universities as part of the newly approved "Protocol for Collaboration."
- Applications from 113 institutions for the Engaging Communities and Campuses grant program; 13 were funded.
- CIC grants to begin projects on the transformation of college libraries and on leadership-related services for presidents.
- The creation of an online version of its newsletter, the *Independent*; a complete redesign of its website; and initial steps to archive the listservs for presidents and chief academic officers.

In addition, membership again reached a new record high, as it has for the last 13 years, with a total of 484 institutional members and 39 affiliate members.

Sincerely yours,

Richard Ekman
President
Council of Independent Colleges

Strategic Planning Initiative

By the end of the fiscal year, CIC's strategic planning efforts were well underway. With the generous support of a $100,000 grant from the William Randolph Hearst Foundations and additional support from The Booth Ferris Foundation and The Christian A. Johnson Endeavor Foundation, strategic planning regional roundtable discussions were held on campuses around the country. By the end of June, ten of 17 regional conversations with presidents of member and nonmember institutions, and all of the four roundtables with chief academic officers, were completed, representing 130 colleges and universities. (Ultimately, more than 200 institutions were represented at the 22 roundtables.)

The goals of the conversations were to take stock of the needs and interests of member institutions, assess the effectiveness of existing CIC programs and other activities, suggest new initiatives, estimate CIC's potential role in assisting all small and medium-sized private colleges and universities, and gauge CIC's current and prospective role as a national voice for independent higher education.

As of June 2001, CIC completed the following activities:

- Letters of invitation to participate in the strategic planning process were sent to all member and many nonmember presidents and chief academic officers.
- Regional roundtable meetings were hosted by the presidents of Austin College, Bloomfield College, Franklin & Marshall College, Goshen College, Huntingdon College, Millikin University, and Mount St. Mary's College. Presidents also attended strategic planning meetings in CIC's office and the Duquesne Club in Pittsburgh.
- Edgewood College and Nazareth College also hosted meetings for Chief Academic Officers.
- Additional gatherings were hosted by the Appalachian College Association, CAPHE Advisory Panel, and Executives in Church-Related Higher Education.

Once all of the planned roundtable discussions have been completed, CIC will draft a strategic plan, convene a special Board of Directors meeting in the fall to review the draft, and present a final document to the Board of Directors and CIC membership for endorsement during the January 2002 Board meeting and Annual Meeting.

Strategic Planning Roundtables

Date	Host Institution	State	Participants			
			Member Institutions	Nonmember Institutions	Other Organizations	Total
Presidential Roundtables			***122***	***22***	***1***	***145***
March 12	Franklin & Marshall College	PA	7	2	1	10
March 15	Millikin University	IL	5	0	0	5
March 27	CIC Office	DC	8	0	0	8
March 30	Duquesne Club (Pittsburgh)	PA	14	0	0	14
April 16	Bloomfield College	NJ	9	0	0	9
May 10	Goshen College	IN	6	3	0	9
June 10	Appalachian College Association	TN	21	3	0	24
June 19	Mount St. Mary's College	CA	6	1	0	7
June 25	Austin College	TX	7	5	0	12
June 27	Huntingdon College	AL	4	2	0	6
July 6	Rockhurst University	MO	5	1	0	6
July 9	Augsburg College	MN	3	4	0	7
July 10	Otterbein College	OH	6	0	0	6
July 12	Elon University	NC	2	0	0	2
August 1	Clarke College	IA	7	0	0	7
Sept. 10	Spelman College	GA	6	0	0	6
Sept. 13	Lesley University	MA	6	1	0	7
Chief Academic Officer Roundtables			***46***	***6***	***1***	***53***
March 27	CIC Office	DC	4	0	0	4
April 9	Edgewood College	WI	13	1	1	15
June 10	Appalachian College Association	TN	20	5	0	25
June 26	Nazareth College	NY	9	0	0	9
Other Roundtables			***0***	***0***	***12***	***12***
March 28	Executives in Church-Related Higher Education	DC	0	0	12	12
Total			**168**	**28**	**14**	**210**

Conferences and Other Events

This year's Presidents Institute, held January 4-7, 2001 in Marco Island, Florida, focused on "Presidents, Boards, and the New Millennium."

CIC's annual institutes offer senior campus leaders opportunities for professional development and personal renewal. CIC conferences and workshops provide development opportunities on selected, critical issues for other administrators and faculty professionals.

Presidents Institute

CIC's 2001 Presidents Institute, with more than 600 participants, including 260 presidents representing more than 50 percent of the Council's membership, was highly praised and set another attendance and fundraising record. Under the theme of "Presidents, Boards, and The New Millennium," CIC for the first time invited trustee leaders, 20 of whom joined their presidents for the conference.

Special sessions developed to appeal particularly to presidents and board chairs were offered during the Institute, in keeping with the meeting's theme, "Presidents, Boards, and the New Millennium," which focused on the relationship between presidents and boards.

In addition, nearly 150 presidential spouses took part in special programming for those in that unique campus role. Spouses explored issues related to working with the board of trustees and trustee spouses, as well as fundraising and career issues.

Address at 2001 Presidents Institute: Presidential Leadership and the Temptation to be Relevant

—Richard J. Wood, President, United Board for Christian Higher Education in Asia (formerly president of Earlham College and dean of Yale Divinity School)

Having to satisfy multiple constituencies in these times of rapid change on campuses puts greater pressure than ever on college and university presidents. Presidents Institute plenary speaker Richard Wood said that developing a strong board of trustees—and a good relationship with the board chair—can help a good president both to be better and to weather some of the inevitable storms.

Wood noted that a good relationship between the president and board chair "is the key element to effective governance," and that a strong board with good information "will have a shared understanding of the culture of the institution it governs, its folkways, its unwritten expectations, its aspirations." In addition, a strong board:

- will not be all quarterbacks—members will have, and understand, their roles and the roles of others,
- will have the information it needs to govern, and
- will deal well with ambiguities, and will avoid dictating simple solutions to complex problems.

A strong board "can also help the president be a risk-taker and to push against institutional inertia," Wood said, adding that the ability to "take risks without judgment provides deep freedom."

Remarks by Richard Ekman

—Conversation Between Foundation Officers and College and University Presidents, October 4, 2000, New York City

"...At the risk of oversimplification, it appears that there has been, for a very long time, tension in America between the desire of both foundations and colleges to serve the here-and-now and their desire to have longer-lasting impact. You know how this works in practice: almost every college president can report on a frustrating conversation with a foundation officer in which the foundation's response to the president's request for support of a successful activity on campus is to say that the foundation is interested only in funding the pilot stage of an innovative idea, and that, once proven, someone else (namely, the college) ought to pay for its continuation. Foundation officers are equally exasperated in conversations when a college president announces proudly that his or her college has found the best possible way of teaching, say, introductory calculus, and the foundation should therefore commit a vast sum to support the college's efforts in perpetuity to teach calculus in this way.

At last, some people appear to have become impatient with these formulations, and it is not altogether surprising that each of the four topics under discussion today—college/community partnerships, interinstitutional collaboration, the uses of technology, and diversity—is of high priority for grant makers in many of America's more than 40,000 foundations, and also for the leaders of most of the country's 3,700 colleges and universities. Each of these four areas allows for the possibility of fruitful cooperation between colleges and foundations, and consequently has the potential to lead to discoveries both of what has worked in the short-term and to general lessons for the future...."

Institute for Chief Academic Officers

The theme for the 28th annual Institute for Chief Academic Officers was "Rich Heritages, Present Realities, Future Opportunities"; the meeting was held November 4-7, 2000 in Tampa, Florida. More than 240 chief academic officers attended, along with 40 deans' spouses. A day-long workshop for new CAOs served 47 participants.

Retaining the mission, values, and rich heritage of their institutions, responding to current realities, both on and off campus, and exploring future opportunities were thematic goals this year. Working groups of CAOs addressed trends affecting independent institutions; the role of the liberal arts in a career-oriented society; using student outcomes, rather than inputs, as measures of institutional quality; the changing nature of faculty work and rewards, and many other issues.

Conversation Between Foundation Officers and College and University Presidents

CIC's 13th annual meeting for presidents and foundation executives, held October 4, 2000 in New York City, examined what does and does not work in grant programs. Nearly 100 college leaders joined senior officers from a number of leading foundations for a day-long dialogue to discuss what they have respectively learned from grants and grant programs in the context of interinstitutional collaborations, college-community partnerships, the uses of technology, and diversity. CIC board members Robert M. Frehse, executive director of The William Randolph Hearst Foundations, and Richard W. Kimball, president and CEO of The Teagle Foundation, co-hosted the meeting. TIAA-CREF donated conference facilities in their New York headquarters for the meeting.

The sessions focused on areas of past collaboration between foundations and colleges and sought common ground for future joint ventures. Presidents underlined the importance of ongoing personal relationships in fostering collaborations. Some joint efforts, such as those of state associations or existing consortia, whether of similar or disparate institutions, are loci for sharing information about innovative programs and can serve as launch pads for new initiatives.

In a session focusing on diversity, John Morning, trustee of The Charles Stewart Mott Foundation and The Rockefeller Brothers Fund (and a member of CIC's Board of Directors), used a case study that raised critical questions regarding increasing diversity on boards of trustees, including "How is diversity represented on the board?" "What is the president's role in this regard?" and "What does the board mean by diversity?"

Participants also examined ways that information technology developments, such as those presented by the Internet, have created new opportunities to collaborate online at a distance. Presidents commented that cooperative efforts among institutions are strengthening the abilities of private colleges to compete within technology's rapidly shifting higher education landscape.

Information Technologies Workshop

The 12th annual Information Technologies Workshop assisted institutions to make choices about their evolving information technology (IT) infrastructure, and to help campus teams examine the ways in which new information technologies are changing teaching, learning, and scholarly research. This year's workshop, "Anticipating the Future of Information Technologies," focused on the dizzying pace of technological change and the need to make informed choices about technology. Participants learned about strategies for managing costs and financing IT; compared course management and administrative systems; shared effective practices in ubiquitous computing and managing technological changes; and discussed how to recruit and retain qualified IT staff, among other issues. The meeting, which served 57 institutions and 123 participants, took place in March in Pittsburgh.

Teaching and Learning Workshops

CIC's long-standing commitment to professional development for faculty members and administrators continued this year with the 15th annual Teaching and Learning Workshops, which focused on "Technology and Learning Mentors: Building Faculty Capacity." Teams of faculty members and information technology staff at five regional workshops in Portland, OR (April 6-7); Raleigh, NC (May 22-24); Des Moines, IA (May 30-June 1); and Nashville, TN and Albany, NY (June 5-7), each developed a plan to take back to campus that incorporated concrete objectives and strategies on ways to foster student learning with technology. In particular, they defined goals for a learner-centered faculty development program, assessed institutional resources to support such a program, and determined achievable goals with existing resources. The teams worked together to create faculty development programs for their institutions as well as train technology and learning mentors who can assist faculty colleagues. The workshops served more than 200 individuals from 64 institutions.

Delivering the Customer Experience

The second annual workshop in collaboration with the Disney Institute offered a custom-designed program on service quality for senior-level institutional teams. "The

Student Experience: Keeping the Promise" helped participants develop their own ways of promising students high quality education—a promise that communicates to students, parents, alumni, staff, and faculty members the values of the institution through every point of contact. The program served more than 50 faculty and administrators from seven college teams, including Saint Edward's University (TX), Palm Beach Atlantic University (FL), Siena Heights University (MI), Alderson-Broaddus College (WV), Indiana Wesleyan University (IN), Simpson College (IA), and Villa Julie College (MD).

Public Relations Conference

CIC once again co-sponsored "How Colleges Can Obtain National (and Regional) Publicity," an annual workshop for public relations directors held in Philadelphia, PA on June 21-22. Nearly 200 higher education media professionals attended the meeting, which helps public relations officers gain expertise in promoting faculty. Speakers included reporters from the *Wall Street Journal*, *New York Times*, the Associated Press, *USA Today*, and other media.

Campus Public Relations Professionals Learn Publicity Tips from Media

New York Times education editor Ethan Bronner (right), Associated Press higher education reporter Arlene Levinson (middle), and *USA Today* education editor David Breezing (back) answer questions from some of the 185 higher education news officers who attended the "How Colleges Can Obtain National (and Regional) Publicity" conference.

Special Programs and Projects

CIC's special projects provide opportunities for joint program development and improvement in key areas, particularly by assisting selected institutions and more generally by sharing resulting ideas broadly with the membership.

Teaching Scholar Partnerships Program

CIC, the American Association of Community Colleges, and the Independent Colleges Office (Project Kaleidoscope) are helping institutions to develop scholarships and training so that undergraduate students in science, math, and technology can work with K-12 teachers to strengthen mathematics and science education in the nation's elementary and secondary classrooms. Ten participating institutions, which will receive grants of $30,000 each, were selected from more than 30 applications in May 2001: Carroll College (WI), Central Methodist College, Drury University, Millikin University, North Central College, Pfeiffer University, Saint Edward's University, Saint Joseph's College (IN), West Virginia Wesleyan College, and Widener University. The program is made possible by a $500,000 grant from the National Science Foundation, through the American Association of Community Colleges.

Heuer Awards for Outstanding Achievement in Undergraduate Science Education

The Heuer Awards recognize colleges and universities for outstanding achievement in undergraduate science education. With support from The Russell Pearce and Elizabeth Crimian Heuer Foundation, two awards were made in 2001. The biology department of Benedictine College (KS) was recognized for its development of an extensive student-faculty research program in biology and ecology that is fully integrated throughout the biology curriculum. It is based on a study of biodiversity in a U.S. Army Corps of Engineers project on the Missouri River in which agricultural lands are being diverted to wetlands. The other recipient was the natural science division of Nebraska Wesleyan University (NE), which was recognized for a pervasive transformation of its biology, chemistry, mathematics, and physics programs and for an extensive outreach program for teachers in small, rural Nebraska high schools. Awards of $10,000 each were made in June 2001. Chosen from a field of 34 nominations, these two institutions will use the prize for further enhancement of their science programs.

"Benedictine College and Nebraska Wesleyan University have transformed the teaching of sciences and proved that creativity and rigor in program design can indeed increase student interest and success in the sciences, as well as strengthen programs in K-12 schools."

— CIC President Richard Ekman, in announcing the winners of the Heuer Awards for Outstanding Achievement in Undergraduate Science Education in June.

The awards are based on the significance of the achievement by the nominated department, program, or initiative, assessed in terms of impact on students, improvements in the institution, service to local schools through outreach programs, and distinctive features with potential for wider influence within higher education.

Engaging Communities and Campuses

The Consortium for the Advancement of Private Higher Education, CIC's grantmaking unit, in March awarded 13 private colleges and universities a total of $1 million to strengthen student learning while addressing community issues. Thirteen grants, ranging from $63,000 to $80,000, were awarded in December 2000. A 50 percent match is required of participating institutions. The first grantees' conference was held March 1-3, 2001, in Alexandria, VA, with 57 participants representing the 13 funded projects. Grants were awarded to: Augsburg College, Bates College, Calvin College, Chatham College, Emory & Henry College, Loyola University (LA), Madonna University, Mars Hill College, Otterbein College, Saint Joseph's College (ME), St. Thomas University, Tougaloo College, and Wartburg College. The program is funded by a $2.5 million grant from The Atlantic Philanthropies.

CIC's Engaging Communities and Campuses program assists institutions in making connections with local communities. Focusing particularly on various forms of experiential learning and community partnerships, the project is developing a range of resources (working paper, resource directories, Web materials, a corps of

Engaging Communities and Campuses - Participants

Augsburg College (MN) and Project for Pride in Living

Bates College (ME) and LA Excels

Calvin College (MI) and Grand Rapids Area Center for Ecumenism

Chatham College (PA) and Communities in Schools, Conservation Consultants, Inc., and the East End Neighborhood Forum

Emory & Henry College (VA) and Washington County Schools, People Inc., and Washington County Office on Youth

Loyola University New Orleans (LA), Boys & Girls Clubs of Southeast Louisiana, Inc., and Young Mens Christian Association (YMCA)

Madonna University (MI) and All Saints Neighborhood Center

Mars Hill College (NC) and the North Carolina Juvenile Evaluation Center

Otterbein College (OH) and the Westerville Chamber of Commerce, Communities In School, First Link, and the Columbus Foundation

Saint Joseph's College (ME) and Crooked River Elementary School, Windham Family Resource Center, and the Standish city government

St. Thomas University (FL), Florida Memorial College, and the Campus and Community Alliance for North Dade

Tougaloo College (MS) and United Way of the Capital Area, Inc., Tougaloo Community Civic League, Jackson Public Schools, Tougaloo Community Center

Wartburg College (IA) and Bartels Lutheran Retirement Community, Waverly-Shell Rock School District, and Bremwood Lutheran Children's Home

consultants, workshops, and a national competitive grant program) for institutions. In part, this program ties together previous and ongoing CIC work in community partnerships, service-learning, and urban missions.

Implementing Urban Missions

The Implementing Urban Missions program, funded with a $1.5 million grant from the W. K. Kellogg Foundation, assists small private urban institutions in fulfilling their urban missions, particularly as they provide community development and educate diverse learners. Major activities this year included a final conference, technical assistance, and evaluation site visits at those institutions awarded three-year grants, and dissemination activities—including a presentation at the 2001 Coalition for Urban and Metropolitan Universities national meeting, and a series of articles for the *Metropolitan Universities Journal*, which is being devoted to the CIC grant program and will profile major activities pursued by the participating institutions. These institutions, selected from more than 70 applicants, are: Bloomfield College, Columbia College Chicago, Holy Family College, Johnson C. Smith University, Lesley University, Marygrove College, Mount St. Mary's College (CA), and Ohio Dominican College. Each received up to $150,000 from September 1996-July 2001. Participants in this program reviewed the work they had conducted over the past three years to fulfill their urban mission, and planned ways to continue their involvement in their communities, during the program's third and final conference in February 2002.

Planning for Leadership

This CAPHE program enabled presidents in the first few years in office to pursue institutional planning activities. The program was formally brought to conclusion. Two final two-year grants to Elizabethtown College and Oakwood College, awarded in 1999, concluded in the summer of 2001. A total of 14 institutions received $10,000 each from September 1992-June 2001. Funding was provided by a $250,000 grant from The Christian A. Johnson Endeavor Foundation.

Transformation of the Library at Independent Colleges and Universities

CIC developed plans for this new initiative to strengthen the contribution of libraries to teaching and learning, foster library collaboration, enhance access to information resources, ensure that college resources are spent more effectively, and help make CIC colleges more attractive to prospective students and faculty members. Rita Gulstad, director of library services, Central Methodist College, and Scott Bennett, director of libraries emeritus, Yale University, are serving as co-project directors. A multi-year program of activities, including a series of workshops on technology and libraries, are being planned. The Council on Library and Information Resources is CIC's partner in this project; The William and Flora Hewlett Foundation provided $75,000 for planning.

Information Technology Advisory Service

CIC received a $100,000 grant from the Verizon Foundation to establish an Information Technology Advisory Service to assist presidents and other institutional leaders in their decisions about purchasing and using information technology to improve student learning and institutional management. Project activities will include the establishment of a board of consultants and colleagues who are able to advise institutional leaders in these decisions and a small library and bibliography of materials such as "instructional modules" and charts comparing various technology products.

Presidential Leadership Development Initiatives

A two-year, $200,000 grant from The Henry Luce Foundation, Inc., and another $25,000 from the H.J. Heinz Company Foundation received this year will support several new presidential leadership initiatives. CIC began planning these initiatives in the spring and expects to implement them over the course of the next year.

- *Presidential Forums*—These ongoing small groups of presidents will meet several times a year to share ideas and provide mutual advice and support. The Presidential Forums will provide members with expert assistance in a timely fashion as they deal with crises, or will serve as a sounding board for members to pre-test major proposals before submitting them to their boards or faculties. Peter Armacost, president emeritus of Eckerd College, is serving as director of Presidential Forums.
- *Panel of Presidential Consultants*—The panel of 17 highly respected individuals—mostly recently retired college and university presidents with broad expertise in small college administration—will provide short-term assistance to current presidents in targeted areas that require specific expertise, including financial management, president/board relations, and crisis management. Consultants will be available either to give advice by telephone, free of charge to CIC member presidents, or to provide a few days of "live" consulting time on campus, with the cost partially subsidized by CIC. William Shields, president of Rockford College, is chair of the CIC Panel of Presidential Consultants.
- *Travel Grants*—CIC aspires to be an organization that includes the full range of private colleges and universities and is thus offering travel subsidies to presidents and other institutional leaders of HBCUs, very small colleges, and other institutions to encourage participation in CIC events. Cordell Wynn, president emeritus of Stillman College (AL), is the chair of the Travel Grants Committee.

Enabling Leadership in Information Technologies

This program assists institutions in making decisions about the purchase and use of information technologies. Conferences, web-based resources, publications, and design templates facilitate sharing of ideas with a greater number of institutions. The Teagle Foundation provided funding of $239,100, and Compaq Corporation and Microsoft Corporation provided equipment and software support.

Additional Programs and Initiatives

Several additional ongoing or special CIC programs also serve our members.

Tuition Exchange Program

The CIC Tuition Exchange Program (CIC-TEP) consists of a network of member colleges and universities willing to accept—tuition free—students from families of full-time employees of other CIC institutions. This popular program continues to grow. This year, TEP had a record 321 participating institutional members; 686 students benefited from the program.

Data Collection and Analysis

CIC received $125,000 from The Andrew W. Mellon Foundation for a data collection and analysis project to help colleges "benchmark" their activities and give greater precision to claims for the effectiveness of independent higher education. Data on a range of issues such as retention rates (which appear to be better at small, private institutions at all levels of selectivity) will be collected, analyzed, and made available.

Cooperative Initiatives

CIC is involved in a number of cooperative initiatives, as a result of a "Protocol of Collaboration" signed in 2000 by the boards of CIC, the National Association of Independent Colleges and Universities (NAICU), and the Foundation for Independent Higher Education (FIHE). The Protocol is a formal agreement to work together more closely on joint projects and programs benefiting private colleges and universities.

The three associations are collaborating on the Multimedia Educational Resource of Learning and Online Teaching (MERLOT), a website that functions as an electronic clearinghouse and library of teaching and learning materials. MERLOT is a free resource designed primarily for faculty and students in higher education to improve the effectiveness of teaching and learning by expanding the quantity and quality of peer-reviewed online learning materials.

CIC also joined the existing partnership of NAICU and FIHE in conducting a set of public opinion surveys and focus groups in 2002 and producing *Independent Colleges and Universities: A National Profile*, a booklet of facts and statistics that tells the story of America's private colleges and universities. The *Profile* was widely disseminated in spring 2001 to private colleges and universities, the media, and others in higher education.

CIC continues to support the Teacher Education Accreditation Council (TEAC), now in its third year of operation. TEAC's Washington office is located in CIC's office.

Information and Technical Assistance

The following programs provide information and technical assistance to funders and other organizations.

Davies-Jackson Scholarship

CAPHE administers a scholarship program for graduates of private colleges and universities. Recipients receive a full, two-year scholarship at St. John's College, Cambridge, England. George J. Maher, IV of St. Lawrence University is the 2001 scholarship recipient. He will study social and political science at Cambridge, beginning in the fall. This past year, the program's promotional and application materials were redesigned and a web page linked to the CIC website was created.

Prior Learning Assessment

This program, a part of the UAW-Ford University and funded by $150,000 from UAW-Ford, enables institutions to recognize and reward out-of-class learning and thus increase opportunities for workers to participate in college degree programs. CIC and three other national associations are coordinating this effort, which is now operational. Students from UAW-Ford are attending two pilot institutions—Madonna University (MI) and Lourdes College (OH).

Teagle Collaborative Ventures Evaluation

CAPHE continues to administer a study of The Teagle Foundation, Inc. Collaborative Ventures program. The results of the study will be disseminated beginning in winter 2002 in two white papers on effective principles and practices for college and seminary leaders and three national conference presentations. The published study will tell the full story of what has been learned and the essential ingredients of forming and nurturing interinstitutional collaborations. The evaluation involved studying more than 37 grants through a combination of document analysis, telephone interviews, regional meetings, and site visits. CAPHE received a $430,000 grant from The Teagle Foundation, Inc. to conduct the study.

FIHE/UPS National Venture Fund Evaluation

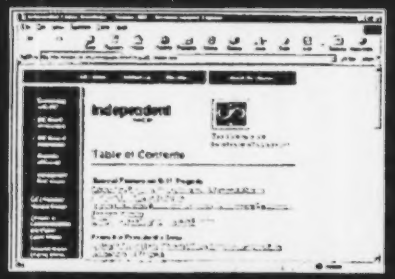
As part of its technical assistance to corporations and foundations, CIC's CAPHE unit conducted an evaluation of the first two years of the Foundation for Independent Higher Education's (FIHE) UPS-endowed National Venture Fund grant program. The report, including a presentation of the analysis, was made to the FIHE board of directors at its annual meeting in February 2001. According to FIHE, the FIHE/UPS National Venture Fund was established to inspire and fund creative solutions to the needs of independent colleges and universities, and to encourage participation in such efforts from foundations, corporations, government agencies, individuals, and other nonprofit organizations, including the state independent college funds. As part of CIC's Protocol for Collaboration, CAPHE's executive director is a member of the FIHE/UPS National Venture Fund Committee.

Communications

CIC's communications activities share information about CIC as well as ideas emerging from single and joint campus efforts, and they promote—and assist institutions to promote—the visibility and values of member institutions.

Newsletter

CIC's newsletter, the *Independent*, publishes relevant articles and columns of interest to our membership. Four issues were distributed this year. A new online version of the newsletter was developed and disseminated in June. The move to electronic format enables CIC to deliver the news more quickly to a wider audience, and allows the news to be updated as events warrant before the next printed issue comes out. It was designed so that viewers can click on specific articles without having to scroll through the entire document to find a particular article. The *Independent Online* is e-mailed to all CIC member presidents, CAOs, and public affairs directors; recipients are encouraged to forward the e-publication to anyone on or off campus who might be interested, thus substantially increasing potential readership.



INDEPENDENT ONLINE

Listservs

Following up on many requests to archive the president and CAO listservs, CIC initiated plans to archive both listservs and develop a link to those listservs via a members-only section of the redesigned website. The listserv archives are expected to be operational when the new website is launched in early 2002.

Communications Resources

This member service, launched in August 1999, continues to garner positive response. Three issues of "Communications Resources," designed to help presidents and PR officers communicate their institution's story, were produced and distributed in 2000-01. The periodic mailing contains practical, relevant materials and tools—talking points, relevant data, how-to pieces, backgrounders, and letters to the editor and op-ed pieces from member presidents that "make the case" for independent higher education.

Media Relations

CIC has spent more time this year on media relations activities than has been the practice in the past. Beyond fielding media requests from a host of national and regional newspapers, we arranged meetings with reporters and editors at various publications, including *U.S. News & World Report* and the *Chronicle of Higher Education*. The latter meeting included five reporters and editors and five member presidents. In addition, we actively responded to various articles that either omitted important information or misled the public on issues

related to private higher education, sending letters to the editors of the *Philadelphia Inquirer*, *Washington Post*, and *New York Times*.

Public Relations

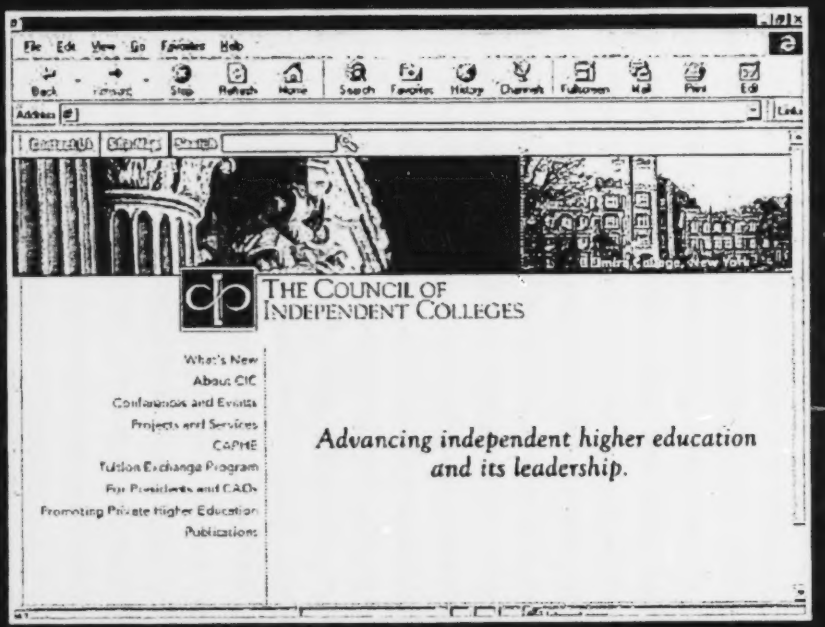
In addition to co-sponsoring a workshop for campus public relations staff to help institutions promote faculty members' achievements, CIC co-published with the Council for the Advancement and Support of Higher Education, *Advancing Smaller Colleges*, Wesley Willmer's fourth periodic study of advancement practices at CIC colleges.

Partnerships

CIC continues to advance visibility for independent higher education through its partnerships with the "Professors of the Year" program, sponsored by the Carnegie Foundation for the Advancement of Teaching and the Council for the Advancement and Support of Education; the American Council on Education's "College is Possible" campaign; and the Alliance to Save Student Aid.

Redesign of CIC's Website

CIC hired a firm and launched the process of redesigning its website, (*www.cic.edu*, established in 1997) to take advantage of new web technologies, incorporate CIC's new graphic identity, and add features such as a more user-friendly navigation system, a search function, and a Presidents Only site.



Selected Grant Awards 2000-2001

THE ANDREW W. MELLON FOUNDATION **($125,000)** — Database on Private Higher Education

THE BOOTH FERRIS FOUNDATION **($100,000)** — Strategic Planning Initiative

THE CHRISTIAN A. JOHNSON ENDEAVOR FOUNDATION, INC. **($450,000)** — Presidential Leadership Development

THE HENRY LUCE FOUNDATION, INC. **($200,000)** — Presidential Leadership Development

LUMINA FOUNDATION FOR EDUCATION **($64,380)** — Support for 2001 Institute for Chief Academic Officers

THE RUSSELL PEARCE AND ELIZABETH CRIMIAN HEUER FOUNDATION **($25,000)** — Heuer Awards for Outstanding Achievement in Undergraduate Science Education

VERIZON FOUNDATION **($100,000)** — Information Technology Advisory Service

THE WILLIAM AND FLORA HEWLETT FOUNDATION **($75,000)** — Planning for the Transformation of the College Library

THE WILLIAM RANDOLPH HEARST FOUNDATIONS, INC. **($100,000)** — Strategic Planning Initiative

CIC Awardees 2000-2001

Allen P. Splete Award for Outstanding Service and Award for Philanthropy

During the Presidents Institute awards banquet, **Richard W. Kimball** (left), President and CEO of The Teagle Foundation, was honored with the Allen P. Splete Award for Outstanding Service and Jonathan T. Howe, Executive Director of The **Arthur Vining Davis Foundations**, was presented with CIC's 2001 Award for Philanthropy.

Chief Academic Officer Award

Thomas Flynn, president at Millikin University, was selected by the nation's chief academic officers for the annual Chief Academic Officers Award. His peers selected him for his outstanding work while provost and vice president for academic affairs at the Decatur, IL institution.

Recognition for Consecutive Support

CIC President Richard Ekman and CIC Board Chair Margaret A. McKenna, President, Lesley University (MA), present Dennis Vest (center), President and Chief Executive Officer of **The Charitable Resources Group**, with a plaque honoring the company for providing ten consecutive years of generous support for the Presidents Institute.

Academic Leadership Award

Allen P. Splete, CIC president emeritus, won the Academic Leadership Award given annually to a nationally recognized educator for academic leadership and assisting chief academic officers in their work.

Resource Development

CIC'S FUNDRAISING EFFORTS GENERATE THREE TYPES OF REVENUE—RESTRICTED PROGRAM GRANTS FOR PROJECTS, RESTRICTED OPERATING GRANTS EARMARKED FOR PARTICULAR PROGRAMS (E.G., CONFERENCE SPONSORSHIPS), AND UNRESTRICTED GRANTS FOR GENERAL OPERATING SUPPORT. CIC RECEIVED FINANCIAL SUPPORT BETWEEN JULY 1, 2000 AND JUNE 30, 2001 FROM THESE DONORS AND SPONSORS:

Alcoa Foundation
Allied Irish Bank
American Association of State Colleges & Universities
ApplyYourself, Inc.
ARAMARK Corporation
Banc One Capital Markets, Inc.
BellSouth Corporation
Bentz Whaley Flessner
BEST FOODS
Bon Appetit Management Company
The Booth Ferris Foundation
Burt Hill Kosar Rittelmann Associates
Campbell & Company
CelliFlynnBrennan Architects
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DaimlerChrysler Corporation Fund
Dominion Foundation
Donaldson, Lufkin & Jenrette, Inc.
Educational Management Network/Witt/Kieffer
EDUPRISE, INC.
EdVerify, Inc.
The Christian A. Johnson Endeavor Foundation
ExxonMobil Foundation
Follett Higher Education Group
Foundation for Independent Higher Education
GDA Integrated Services
Gonser Gerber Tinker Stuhr, LLP
The George Gund Foundation
The William Randolph Hearst Foundations
The H.J. Heinz Company Foundation
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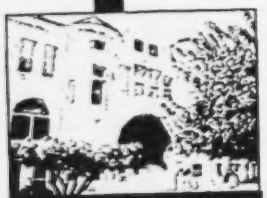
HOST COMMUNICATIONS
Ice Miller
IDEA Center
Jenzabar
Jerold Panas, Linzy & Partners, Inc.
Jon McRae & Associates, Inc.
Kaludis Consulting
The Lawlor Group, Inc.
Lipman Hearne, Inc.
The Henry Luce Foundation
Lumina Foundation for Education
Mason Jay Blacher & Associates
The Andrew W. Mellon Foundation
Miller/Cook & Associates, Inc.
Mine Safety Appliances Company
National Science Foundation
New Ventures of Regis University
USA Group/Noel-Levitz, Inc.
NORESCO
Partners and Associates, Inc./Tucker Anthony, Inc.
Performa
Pittsburgh Steelers Sports, Inc.
Quehl Associates
R.H. Perry & Associates
RPA, Inc.
SAGE Scholars, Inc./School Street
SCT
ServiceMaster Management Services Company
Solomon, Cordwell & Buenz
Stamats Communications, Inc.
The Charitable Resources Group (TCR)
Three Rivers Bank
The Spelman & Johnson Group
The Teagle Foundation Incorporated
TIAA-CREF
Verizon Foundation
WebCT
West Group

Financial Statement

Statement of Unrestricted Funds 7/1/00-7/1/01

	General Operations	Project Totals	Total Unrestricted
Revenues			
Membership Dues	$ 1,326,321		$ 1,326,312
Program Participant Fees	628,486		628,486
Gifts and Grants			
Unrestricted Grants	179,600		179,600
Program Grants	312,734	$ 1,048,275	1,361,009
Consulting Fees	115,848	57,413	173,261
Interest and Miscellaneous Income	61,145		61,145
Total Revenues	**$ 2,624,125**	**$ 1,105,688**	**$ 3,729,813**
Expenses			
Salaries and Benefits	$ 1,119,029	$ 176,642	$ 1,295,671
Programs and Meetings	590,205		590,205
Grants to Colleges		559,503	559,503
Other Costs	815,335	369,543	1,184,878
Total Expenses	**$ 2,524,569**	**$ 1,105,688**	**$ 3,630,257**
		Change in Net Assets:	**$ 99,556**
		Net Assets at 7/1/00:	$ 1,491,756
		Net Assets at 7/1/01:	$ 1,591,312



Bethel College, KS

Brenau University, GA

California Baptist University, CA

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Richard Detweiler
President, Hartwick College

Vice Chair for Resource Development
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President & CEO, The Teagle Foundation, Inc.

Vice Chair for Public Information
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Treasurer
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President, Clarke College

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Richard White
Senior Executive Vice President,
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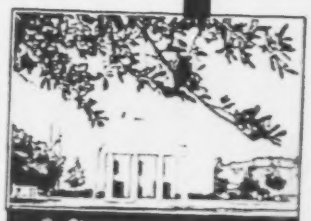
Director, Corporate and Education Affairs,
BellSouth Corporation

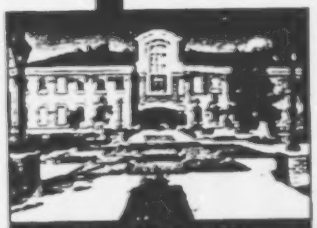
Carroll College, MT

College Misericordia, PA


Charleston Southern University, SC

Dominican University, IL

Fontbonne College, MO



Hiram College, OH

Task Forces (June 2001)

2001 Presidents Institute

Programs Committee of CIC Board of Directors

Richard Detweiler (Chair)
President, Hartwick College

Catherine Dunn, BVM (Vice-Chair)
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R. Judson Carlberg
President, Gordon College

Delbert Baker
President, Oakwood College

William Crouch
President, Georgetown College

Thomas Flynn
President, Millikin University

Scott Miller
President, Wesley College

New Presidents Workshop Advisory Group

Delbert W. Baker
President, Oakwood College

Wanda D. Bigham
President, Huntingdon College

Frederick W. Gilliard
President, University of Great Falls

Marianne Inman
President, Central Methodist College

Presidents Institute Spouses Task Force

Jeanette Cureton (Chair)
Elmhurst College

Linda A. Bishop
Lincoln Memorial University

Lorna Sawatsky
Messiah College

Susan Moore
Buena Vista University

Ann Wagner Marden
Manchester College

Nancy Shinn
Berea College

Mila H. Meier
Elmira College

2000 CAO Institute

CAO Task Force

Marie J. Harris, CSJ (Chair)
Vice President and Dean for Academic Affairs, Avila College

Elizabeth M. Brent
Vice President for Student Development, Rockhurst University

Carl H. Caldwell
Vice President for Academic Affairs, Anderson University

Mary Ann Gawelek
Vice President for Academic Affairs, Seton Hill College

Claudia T. Jones
Vice President for Academic Affairs, Paine College

Thomas McDaniel
Vice President for Academic Affairs and Provost, Converse College

Renee T. Moore
Dean of Campus Life, University of the Incarnate Word

Joel R. Stegall
Vice President for Academic Programs, Shenandoah University

Jo Young Switzer
Vice President and Dean for Academic Affairs, Manchester College

Judith Wimmer
Academic Dean, Edgewood College

CAO Spouses Task Force

Gail Lillis (Chair)
Cornerstone University

Noreen Hendley
St. Joseph's College

Jackie Bauer
Wisconsin Lutheran College

Task Forces (cont'd)

Charlotte M. Sours
Ferrum College

Steven R. Malmberg
University of Charleston (WV)

Susan Kneten
Nebraska Wesleyan University

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Professor, Department of Sociology, University of California - Los Angeles

Doreen Boyce
President, The Buhl Foundation

Ronald Calgaard
Chairman, Austin, Calvert & Flavin, Inc.

Sally Davis
Alliance Manager, Eli Lilly and Company

Gregory Fusco
Educational Consultant, Fusco Associates

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Senior Program Officer, The William Randolph Hearst Foundations

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President, The Institute for Higher Education Policy

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Consultant, Franklin Consulting Group

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Executive Director, Minnesota Campus Compact

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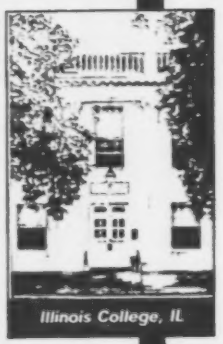
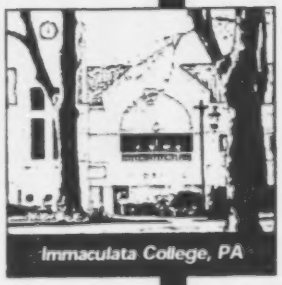
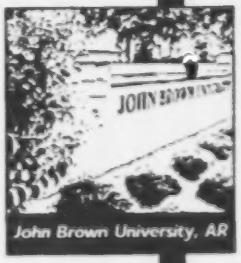
President Emerita, Davis & Elkins College

John Ott
Founder and Partner, Partners in Innovation

Edward Zlotkowski
Professor of English, Bentley College, *Senior Associate,* American Association for Higher Education


Illinois College, IL


Immaculata College, PA



John Brown University, AR

Lee University, TN

Mercer University, GA

Messiah College, PA

College and University Members of CIC (June 2001)

In 2000-2001, for the 13th consecutive year, CIC's college and university membership attained a new record high. At year's end, CIC had 484 institutional members. Eighteen institutions joined CIC during the year. In addition, 39 state, regional, and national associations and other organizations are CIC Affiliate Members.

Alabama
Birmingham-Southern College
Huntingdon College
Miles College
Oakwood College
Spring Hill College
Stillman College
Talladega College

Alaska
Alaska Pacific University

Arizona
Grand Canyon University
Prescott College

Arkansas
John Brown University
Lyon College
Philander Smith College
University of the Ozarks

California
Azusa Pacific University
California Baptist University
California Lutheran University
Chapman University
Dominican University of California
Fresno Pacific University
Golden Gate University
Holy Names College
Mount St. Mary's College
Notre Dame de Namur University
Pitzer College
Point Loma Nazarene University
St. Mary's College of California
Scripps College
Simpson College
Westmont College

Colorado
Colorado Christian University
Regis University

Connecticut
Albertus Magnus College
Sacred Heart University
University of Bridgeport

Delaware
Wesley College
Wilmington College

Florida
Barry University
Bethune-Cookman College
Clearwater Christian College
Eckerd College
Flagler College
Florida Memorial College
Jacksonville University
Palm Beach Atlantic College
Rollins College
Saint Leo University
Southeastern College
St. Thomas University
Warner Southern College

Georgia
Berry College
Brenau University
LaGrange College
Mercer University
Morehouse College
Morris Brown College
Oglethorpe University
Paine College
Piedmont College
Shorter College
Spelman College
Wesleyan College

Hawaii
Chaminade University of Honolulu

Idaho
Albertson College of Idaho

Illinois
Aurora University
Benedictine University
Blackburn College
Columbia College Chicago
Dominican University
Elmhurst College
Eureka College
Greenville College
Illinois College
Illinois Wesleyan University
Judson College
Kendall College
Lewis University
MacMurray College
McKendree College
Millikin University
Monmouth College
National-Louis University
North Central College
Olivet Nazarene University
Principia College

College and University Members of CIC (cont'd)

Quincy University
Rockford College
Saint Xavier University
Trinity Christian College
University of St. Francis

INDIANA

Anderson University
Bethel College
Calumet College of St. Joseph
Franklin College
Goshen College
Grace College and Seminary
Hanover College
Huntington College
Manchester College
Marian College
Saint Joseph's College
Saint Mary-of-the-Woods College
Saint Mary's College
Taylor University
Tri-State University
University of Indianapolis
University of Saint Francis
Wabash College

IOWA

Briar Cliff University
Buena Vista University
Central College
Clarke College
Dordt College
Graceland University
Grand View College
Iowa Wesleyan College
Loras College
Luther College
Marycrest International University
Morningside College
Mount Mercy College
Simpson College
St. Ambrose University
University of Dubuque
Upper Iowa University
Wartburg College

KANSAS

Baker University
Benedictine College
Bethany College
Bethel College
Friends University
McPherson College
MidAmerica Nazarene University
Newman University
Saint Mary College
Southwestern College
Sterling College
Tabor College

KENTUCKY

Alice Lloyd College
Bellarmine University
Berea College
Brescia University
Campbellsville University
Cumberland College
Georgetown College
Kentucky Wesleyan College
Lindsey Wilson College
Midway College
Pikeville College
Spalding University
Thomas More College
Union College

LOUISIANA

Centenary College of Louisiana
Dillard University

MAINE

Saint Joseph's College of Maine
Unity College
University of New England

MARYLAND

College of Notre Dame of Maryland
Columbia Union College
Loyola College in Maryland
Mount St. Mary's College & Seminary
Villa Julie College
Western Maryland College

MASSACHUSETTS

Anna Maria College
Assumption College
Curry College
Elms College
Emmanuel College
Gordon College
Hampshire College
Lesley University
Merrimack College
Mount Holyoke College
Nichols College
Regis College
Springfield College
Stonehill College
Western New England College

MICHIGAN

Adrian College
Calvin College
Cornerstone University
Madonna University
Marygrove College
Olivet College
Siena Heights University
Spring Arbor University

MINNESOTA

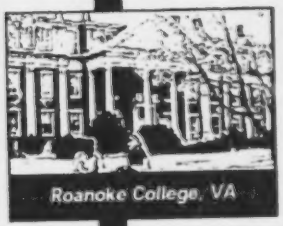
Augsburg College
Bethel College
College of Saint Benedict
College of St. Catherine
College of St. Scholastica
Concordia College

Mount St. Mary's College, CA

Nebraska Wesleyan University, NE

Palm Beach Atlantic College, FL

Randolph-Macon College, VA



Roanoke College, VA

Saint Mary's University of Minnesota, MN

College and University Members of CIC (cont'd)

Northwestern College
Saint John's University
Saint Mary's University of Minnesota

Missouri

Avila College
Central Methodist College
College of the Ozarks
Columbia College
Culver-Stockton College
Drury University
Fontbonne College
Kansas City Art Institute
Lindenwood University
Maryville University of Saint Louis
Missouri Baptist College
Park University
Rockhurst University
Stephens College
Webster University
Westminster College
William Jewell College
William Woods University

Mississippi

Millsaps College
Rust College
Tougaloo College

Montana

Carroll College
Rocky Mountain College
University of Great Falls

Nebraska

Bellevue University
College of Saint Mary
Dana College
Doane College
Hastings College
Midland Lutheran College
Nebraska Wesleyan University

Nevada

Sierra Nevada College

New Hampshire

Colby-Sawyer College
Franklin Pierce College
New England College
Notre Dame College
Rivier College
Saint Anselm College

New Jersey

Bloomfield College
Caldwell College
Centenary College
College of Saint Elizabeth
Felician College
Georgian Court College
Saint Peter's College

New Mexico

College of Santa Fe
College of the Southwest
St. John's College

New York

College of Mount Saint Vincent
College of Saint Rose
Concordia College
D'Youville College
Dominican College
Elmira College
Hartwick College
Houghton College
Ithaca College
Keuka College
Le Moyne College
Manhattanville College
Marymount College
Marymount Manhattan College
Medaille College
Molloy College
Mount Saint Mary College
Nazareth College
Nyack College
Roberts Wesleyan College
Sage Colleges
St. Bonaventure University
St. John Fisher College
St. Joseph's College
St. Lawrence University
St. Thomas Aquinas College
Utica College
Wells College

North Carolina

Barber-Scotia College
Barton College
Belmont Abbey College
Bennett College
Catawba College
Chowan College
Elon University
Gardner-Webb University
Greensboro College
Johnson C. Smith University
Lees-McRae College
Lenoir-Rhyne College
Livingstone College
Meredith College
Montreat College
Pfeiffer University
Queens College
Saint Augustine's College
Salem College
St. Andrews Presbyterian College
Warren Wilson College

North Dakota

University of Mary

Ohio

Antioch College

College and University Members of CIC (cont'd)

Ashland University
Bluffton College
Capital University
Cedarville University
College of Mount St. Joseph
Defiance College
Franciscan University of Steubenville
Franklin University
Heidelberg College
Hiram College
John Carroll University
Lake Erie College
Lourdes College
Malone College
Marietta College
Mount Union College
Mount Vernon Nazarene College
Muskingum College
Notre Dame College
Ohio Dominican College
Ohio Northern University
Otterbein College
University of Findlay
Urbana University
Ursuline College
Walsh University
Wilberforce University
Wilmington College

Oklahoma

Oklahoma City University
Oklahoma Wesleyan University
Oral Roberts University

Oregon

George Fox University
Linfield College
Marylhurst University
Pacific University

Pennsylvania

Albright College
Allegheny College
Alvernia College
Arcadia University
Cabrini College
Carlow College
Cedar Crest College
Chatham College
Chestnut Hill College
College Misericordia
DeSales University
Duquesne University
Eastern University
Elizabethtown College
Franklin & Marshall College
Gannon University
Geneva College
Grove City College
Gwynedd-Mercy College
Holy Family College
Immaculata College
Juniata College
King's College
La Roche College
Lebanon Valley College
Lycoming College
Marywood University
Mercyhurst College
Messiah College
Moore College of Art and Design
Moravian College
Mount Aloysius College
Neumann College
Philadelphia University
Point Park College
Robert Morris University
Rosemont College
Saint Francis University
Saint Joseph's University
Saint Vincent College
Seton Hill College
Susquehanna University
Thiel College
University of Scranton
Ursinus College
Washington and Jefferson College
Waynesburg College
Westminster College
Widener University
Wilkes University
Wilson College
York College of Pennsylvania

Rhode Island

Roger Williams University

South Carolina

Benedict College
Charleston Southern University
Claflin University
Columbia College
Converse College
Erskine College
Limestone College
Morris College
Newberry College
Presbyterian College
Wofford College

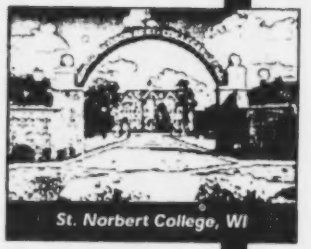
South Dakota

Dakota Wesleyan University
Mount Marty College
University of Sioux Falls

Tennessee

Bethel College
Carson-Newman College
Christian Brothers University
Crichton College
Cumberland University
Fisk University

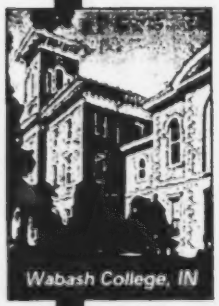
Siena Heights University, MI


St. Norbert College, WI

Thomas More College, KY

Trevecca Nazarene University, TN

University of St. Thomas, TX



Wabash College, IN

College and University Members of CIC (cont'd)

King College
Lambuth University
Lane College
Lee University
LeMoyne-Owen College
Lincoln Memorial University
Maryville College
Milligan College
Trevecca Nazarene University
Tusculum College

Texas

Austin College
East Texas Baptist University
Huston-Tillotson College
Jarvis Christian College
McMurry University
Our Lady of the Lake University
Southwestern University
St. Edward's University
Texas College
Texas Lutheran University
Texas Wesleyan University
University of St. Thomas
University of the Incarnate Word
Wiley College

Utah

Westminster College

Vermont

Bennington College
Goddard College
Green Mountain College
Marlboro College
Norwich University
Saint Michael's College
Southern Vermont College

Virginia

Averett University
Bluefield College
Bridgewater College
Eastern Mennonite University
Emory & Henry College
Ferrum College
Hampden-Sydney College
Hollins University
Lynchburg College
Marymount University
Randolph-Macon College
Randolph-Macon Woman's College
Roanoke College
Saint Paul's College
Shenandoah University
Sweet Briar College
Virginia Intermont College
Virginia Union University
Virginia Wesleyan College

Washington

Heritage College
Pacific Lutheran University
Saint Martin's College
Seattle Pacific University
Whitworth College

West Virginia

Alderson-Broaddus College
Bethany College
Davis & Elkins College
Salem International University
University of Charleston
West Virginia Wesleyan College
Wheeling Jesuit University

Wisconsin

Alverno College
Cardinal Stritch University
Carroll College
Carthage College
Concordia University Wisconsin
Edgewood College
Lakeland College
Marian College
Mount Mary College
Mount Senario College
Northland College
Silver Lake College
St. Norbert College
Viterbo University
Wisconsin Lutheran College

International Members

American College of Greece
American University of Paris
Australian Catholic University
Franklin College of Switzerland
John Cabot University
Richmond, The American International University in London
Universidad Interamericana de Costa Rica
Universidad Jose Cecilio del Valle

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AHA International, OR
Appalachian College Association, KY
Arkansas' Independent Colleges & Universities
Associated Colleges of Illinois
Association of Advanced Rabbinical and Talmudic Schools, NY
Association of Independent Colleges & Universities in New Jersey
Association of Independent Colleges & Universities of Nebraska
Association of Independent Colleges and Universities of Ohio
Association of Independent Colleges and Universities of Pennsylvania
Association of Independent Kentucky Colleges and Universities
Association of Presbyterian Colleges & Universities, KY
Christian College Consortium, NH
Church of the Nazarene, MO
Council for Advancement & Support of Education, DC
Council for Christian Colleges & Universities, DC
Council for Higher Education/United Church of Christ, OH
EDUCAUSE, CO
Evangelical Lutheran Church in America, IL
Federation of Independent Illinois Colleges & Universities
Georgia Foundation for Independent Colleges, Inc.
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Lutheran Educational Conference of North America, SD
Minnesota Private College Council
National Association of Independent Colleges and Universities, DC
North Carolina Independent Colleges and Universities
Ohio Foundation of Independent Colleges
Oklahoma Independent Colleges and Universities
South Carolina Independent Colleges & Universities
Tennessee Independent Colleges and Universities Association
United Methodist Church/General Board of Higher Education & Ministry
Wisconsin Association of Independent Colleges & Universities

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William Woods University, MO

Wilmington College, OH

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Fax: (202) 466-7238
E-mail: *cic@cic.nche.edu*

Tip: Always include name, address and phone number when sending e-mail to CIC's general e-mail address.

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Listservs

Through listservs, CIC links a national network of people who lead and staff private colleges and universities. The service is free, and all but one are restricted to CIC member institutions; the list for chief academic officers (cicdean-list), is open to deans from non-member institutions as well.

To join the discussion groups, send your request via e-mail to *cic@cic.nche.edu*. Include your name, title and institution. If your request is approved, your name will be added to the appropriate listserv. You will receive an e-mail confirmation.

CIC Listservs

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Open only to sitting presidents of CIC member institutions.

CICDEAN-LIST
Open to private-college chief academic officers, provosts and those with similar rank; open to those from CIC member and member-eligible institutions.

CICSTUAFF-LIST
Open to student affairs officers and staff at CIC member institutions.

CICPR-LIST
Open to public relations officers and staff at CIC member institutions.

CICADVANCE-LIST
Open to development officers and staff at CIC member institutions.

CICFINANCE-LIST
Open to business officers at CIC member institutions.

CICPSPOUSE-LIST
Open to spouses of sitting presidents of CIC member institutions.

CICNET-LIST
Open to those at CIC campuses interested in discussing issues of information technology, especially campus networking.

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